

Army Library Institute 2001 -- Assessment

AFPI-MWE

15 Jun 01

SUBJECT: Army Library Institute 2001 Assessment

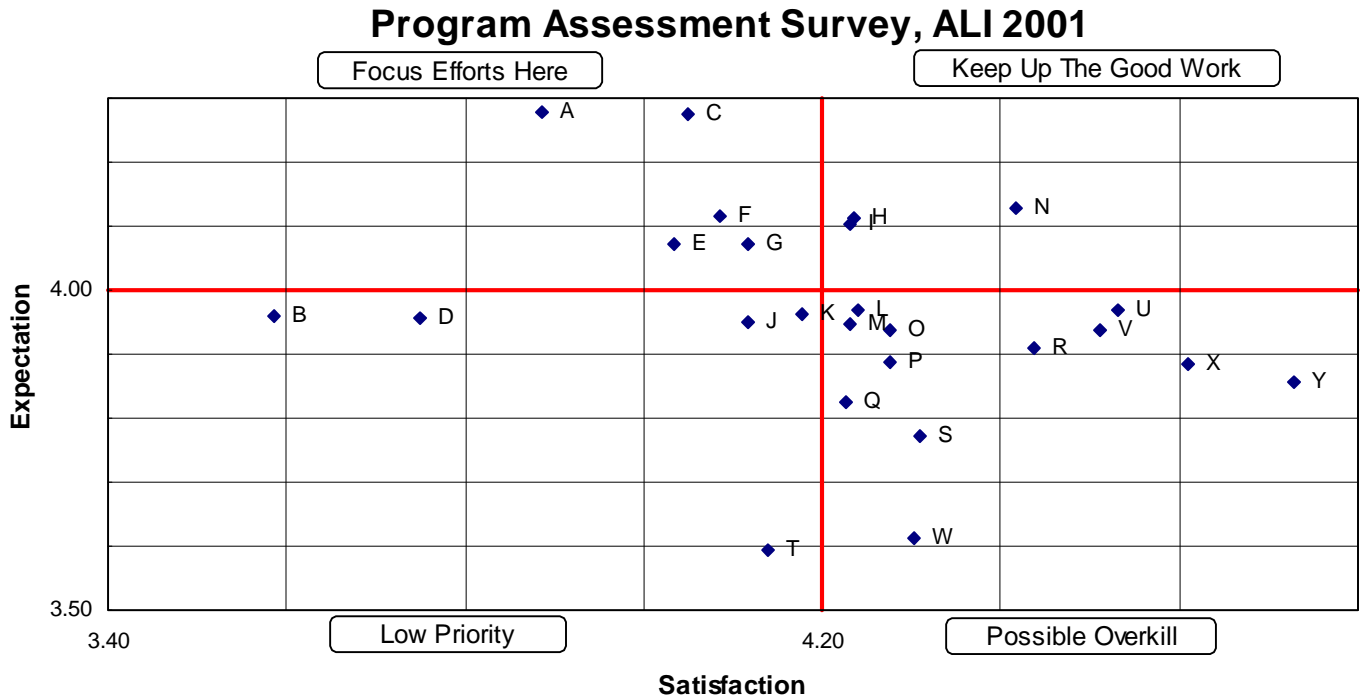
1. Following Army Library Institute 2000 (ALI 00) in Atlanta, and for the first time ever, the Importance-Performance (I-P) marketing survey instrument was utilized to assess ALI 00. For ALI 01 in San Antonio, I-P again has been our assessment tool. The I-P survey was designed to give management the customer's perspective. It does this by aligning customer expectations about perceived services with actual customer indications of satisfaction with delivered services. The difference between perceived expectations and degree of satisfaction is measured in terms of the gaps, or distances, from an imaginary line where expectation equals satisfaction, or 'zero', for all survey data. Sometimes the I-P survey is referred to as the Expectation-Satisfaction survey for this reason.

2. For a detailed explanation of this survey tool, please see Enclosure 1, John A. Martilla and John C. James, "Importance-Performance Analysis" *Journal of Marketing* 41:1 (January 1977) pp. 77-79. This frequently cited article provides a summary of I-P principles and methodology. Enclosure 2, J. Kelly Powell [and others] "Evaluating MWR [Morale, Welfare, Recreation] Fitness Programs: A Navy Case Study Using the Importance-Performance Analysis Method" *Military Clubs and Recreation* (March 1996), pp. 20-25, is a case study of I-P applied to a particular program.

3. When looking at the following ALI 2001 I-P survey results charts, keep in mind that when expectations have been met, that is to say, when Expectation equals Satisfaction, this is the ideal. In a graphical representation this equation, $E=S$, falls along an imaginary line running diagonally, lower left to upper right, through a two-dimensional grid, one dimension of which represents Importance (Expectation) and the other Performance (Satisfaction). Ideally, all of our survey attributes would be on this line, which we may call the 'Zero Line'. In actuality, however, on the one hand, some expectations were not met while others were greatly exceeded. On the other hand, although management had planned for great expectations, such was not the case. In fact some attributes were not considered that important by the customer relative to the efforts placed upon them by management. Let's look at the charts.

Army Library Institute 2001 -- Assessment

4. ALI 2001 Survey Results Chart.



a.. This chart displays the plotted attributes, labeled A through Y, on a two-dimensional grid. The horizontal axis represents Expectation (or Importance); the vertical axis represents Satisfaction (or Performance).

b. The center of the grid where the two axes intersect, the 'Zero Line', represents the grand mean values for expectation / satisfaction sample data. This grid center also defines four quadrants (from top left reading clockwise):

Focus Efforts Here | Keep Up the Good Work

Low Priority | Possible Overkill

Army Library Institute 2001 -- Assessment

c. For this particular display, notice that the grand mean for Expectation is 4.00 and for Satisfaction is 4.20. This is high. If these grand means were move to 3.00 for both, all of our labels would be in the northeast quadrant, Keep Up the Good Work. At first, this sounds quite satisfactory, but our ALI customers have indicated that the bar has been raised as it were. And that is what we want, if we are to listen to our customers and refine our ALI processes and content.

d. This chart says:

- (1) that ALI customers had high expectations for attributes H, I, and N, and that ALI management did well with these sessions.
- (2) that ALI customers had high expectations for attributes A, C, E, F, and G, but that ALI management could have done better that it did with these sessions.
- (3) that attributes B, D, and T were not priority sessions in terms of both expectation and satisfaction, and
- (4) lastly, that sessions L, M, O, P, Q, R, S, U, V, W, X, and Y were done exceptionally well by ALI management, but were not considered that important by ALI customers.

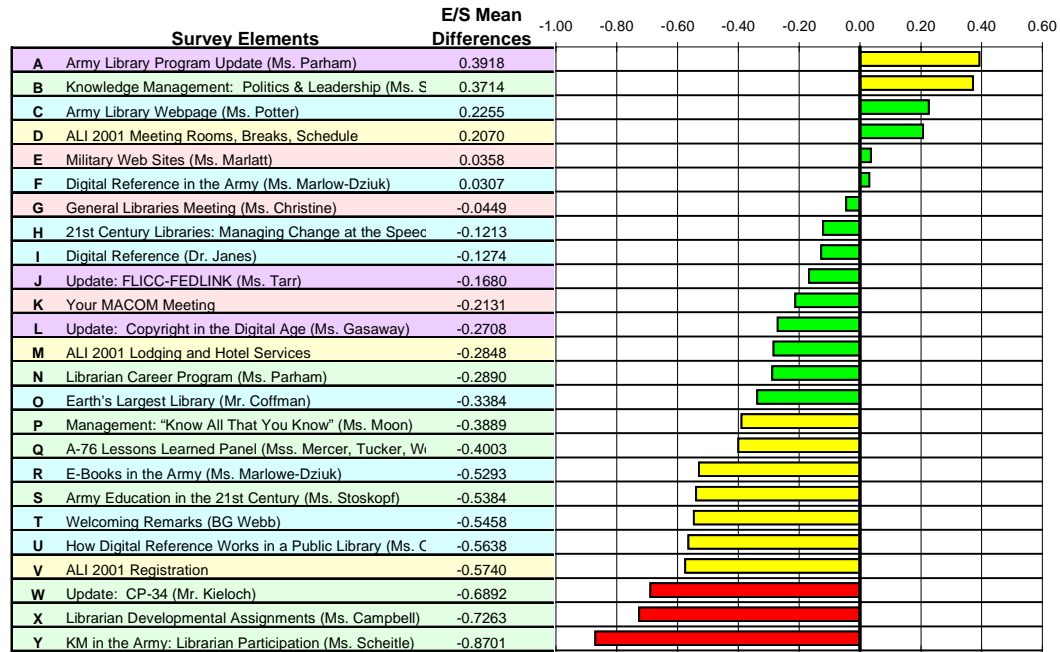
Be careful reading too much into these general statements. Note that the labels near the center of the crossed axes could easily be in a different quadrant if the "cross hairs" moved slightly in one direction or another.

e. One example of how one may interpret this chart: Label A, Army Library Program (ALP) update, is in the 'Focus Efforts Here' quadrant, meaning ALI customers had high expectations for it, but ALI management did not meet those expectations. One question management may ask of the customer is "What do you want to learn from an 'update' report?" (i.e., what do you expect?). Also, note that the ALP update report was given at the very end of ALI, to an audience ready to pack up and leave. One possible way to meet customer expectations would be to move the ALP update to another conference day, perhaps the day before the last day. Another way might be to change the update's presentation format from a slide show, say, to one that allows

Army Library Institute 2001 -- Assessment

for customer interaction. These are some possibilities that one sees just looking at the IPA survey results on this grid chart.

5. ALI 2001 Survey 'Gap' chart.



- Notes: 1. Positive E/S Mean Difference = Expectation Exceeds Satisfaction
 2. Negative E/S Mean Difference = Satisfaction Exceeds Expectation
 3. One Standard Deviation (SD) = (+/-) 0.3405
 4. Grand Mean Value = -0.2569

Color Code for Bar Graph:

Percentage	Meaning
52%	= Less than 1 SD
36%	= Between 1 SD and 2 SD
12%	= Greater than 2 SD

Survey Element Groups Legend

Monday, 4 June	Tuesday, 5 June	Wednesday, 6 June	Thursday, 7 June	Friday, 8 June
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a. One look at the "Deviation Between Expectation & Satisfaction Mean Values", or 'Gap' chart, above, tells us that of the 25 attributes (labeled A to Y), ten were negative 'yellow' and 'red', meaning SATISFACTION exceeded EXPECTATION. Two attributes were positive 'yellow', meaning the opposite, that EXPECTATION exceeded SATISFACTION. And the 'green' attributes, both positive and negative, indicate that EXPECTATION and SATISFACTION were within one Standard Deviation from the Grand Mean Value 'Zero Line' for all data. This is what would be the ideal - that all customer were expectations were satisfied, i.e., were met. With such ALI customer feedback, ALI management can plan to do things differently.

Army Library Institute 2001 -- Assessment

b. At the other end of the gap chart, are three labels, W, X, and Y. The survey data here reveal that ALI delivered way beyond all expectations, perhaps indicating 'overkill'. The customer here had little if any expectation about librarian career issues and knowledge management. Again, the challenge for ALI management is to do something differently with these topics in the future. Or perhaps, career development and knowledge management are, respectively, too old hat (or too new hat), to create much in terms of expectations.

c. Note that those gaps colored green, both positive and negative, indicate much closer alignment of expectations and satisfaction. Label G, General Libraries, indicates high customer expectation and satisfaction. Label H, Managing Change ant the Speed of Light (Todaro) and Label I, Digital Reference (Janes), are in the middle of the pack with negative green bars, indicating Satisfaction greater than Expectation. And those who were at these sessions will recall the jubilant atmosphere in the room during these sessions.

d. On the other hand, Label C, Army Library Webpage, has a positive green bar (expectation exceeds satisfaction). Perhaps the ALI customer has seen too many web page roll outs, or at the 'ho hum' stage of the day's proceedings, I don't know. We do know, however, that most everyone enjoyed the piñata party following the roll out of the Army Library Program's page.

e. This gives one a quick read on the success or failure of our efforts. Note that of the 25 attributes that make up our survey, only six are to the right of the 0.00 line, meaning with positive E-S averages (Expectation greater that Satisfaction), while the remaining 19 are left of the 0.00 line, meaning these have negative E-S averages (Satisfaction greater that Expectation). Overall, one can say confidently that ALI 2001 was a resounding success.

6. The I-P assessment tool gives ALI managers measured results and when such results are acted upon smartly, will continue to improve ALI's utility to its chief customer, Army librarians.

2 enclosures

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